

**ITMC Council Business Meeting
October 8, 2014**

Attendees

Office of Public Instruction	Jody Troupe
Department of Transportation	Lance Wetzel
State CIO	Ron Baldwin
Department of Revenue	Tim Bottenfield
Department of Commerce	Larry Krause
Department of Public Health and Human Services	Stuart Fuller
State Library	Evan Hammer
Department of Justice	Joe Chapman
Department of Agriculture	John Dayton
Department of Labor and Industry	Kim Moog
Department of Higher Education	Edwina Morrison (online)
Judicial Branch	Lisa Mader
Legislative Services Division	Dale Gow (online)
Department of Fish, Wildlife & Parks	Dustin Temple (online)
Secretary of State's Office	Mark Van Alstyne (online)

Guests

DOR – Christie McDowell, DOR – Bob Finstad, IBM – Mike Vranes, DOA – Chris Bacon, DOA – Martha Watson, Supreme Court – Tammy Peterson, DOA – Cheryl Grey

Real Time Communication (online)

DEQ - Jerry Steinmetz, DOJ – Dawn Temple, DPHHS – Chris Gleason, DOA – Matt Pugh, Joe Frohlich, SITSD – Dave Johnson, DLI – Judy Kelly, LEG – Darrin McLean, SITSD – Anne Kane, Central Office – Jon Straughn, SITSD – Tammy Stuart, DOC – Sue Leferink, SITSD – Tab Dougherty, MDT – John Levick, SITSD – Sue Parrett, SITSD – Teresa Enger, SITSD – Ty Weingartner, DPHHS – Dan Forbes, SITSD – Maris Cundith, LEG – Cyndie Lockett, LEG – Mike Allen

SITSD Attendees

Tammy LaVigne, Kris Harrison, Warren Dupuis, G. Scott Lockwood, Jerry Marks, Penne Cross, Audrey Hinman, Tom Murphy, Lesli Brassfield, Lynne Pizzini, Miranda Keaster, Keith Lavender, Sean Rivera, Irv Vavruska, Cheryl Pesta, Jim Archer, Carol Schopfer and Rhonda Lil Haight

Welcome and Introductions – Larry Krause, Chair

- Approval of September minutes.

State CIO Update – Ron Baldwin

- Reported to the LFC on Friday, September 25, by request
 - IT Expenditure report
 - Conclusion was that the committee did not want to validate the report
 - Key Points
 - Results were high level and based on limited and often inconsistent information

- That the report as it stands, needs to be validated and certainly needs more agency input
- Peer state comparisons need to be thoroughly analyzed
- That quality of services measured by citizens of the state should be taken into account as well as innovation/collaboration
- The ITB rendered a statement on the report which I reviewed with the committee
 - The statement is available on the ITB website and has been distributed to the committee members
- We talked about the conclusions related to consolidation
 - There is a move to consolidate resources for more effective use of IT
 - We discussed how states' IT structures have evolved from no CIO to a fully centralized approach
- I talked about what we are doing today in terms of enterprise agreements that are highly efficient
 - Microsoft contract
 - Shared platforms that drive costs down
 - Efficient and effective purchases like storage
 - Security resources that service all the agencies
- There was an interest/questions regarding the state's two data centers – that the state funded a major initiative with state of the art capabilities and why all agencies are not in?
 - Which agencies are in and which are out and why
 - Doing an inventory of agencies in Data Centers for LFC meeting in December
 - In summary this will be a topic of discussion in the upcoming session
- Thanks to all the agencies for their input on the IT Inventory
 - Some of the summary points
 - The state saves over 6.5 million per year through the use of virtualization; additional capital savings could be realized though with wider adoption of virtualization of computing resources
 - There is unsupported and end of life operating systems that will create operational and security challenges within the next 18 months
 - There were 272 server rooms reported this biennium, which is down from 283 server rooms reported in 2011
 - ❖ These sites host 805 physical servers, 2878 virtual servers and 75 storage area networks
 - Most agencies have made use on one of the two data centers however, in Helena, agencies have more physical servers external to the data center (169) than internal (136)
 - The state has 805 physical servers, a decrease from 1135 in 2011
 - ❖ 277 of these servers support 2878 virtual servers, an increase from 604 virtual servers in 2011
 - Only 52% of agency owned virtual server environments would be available to provide services after a disaster
 - In the event of a disaster, agencies report that only 31% of their physical servers would be available to provide services
 - A majority of the storage in the state is located at one of the State Data Centers; however, there are 67 agency storage devices not located at either of the Data Centers, with 20 of those in Helena
 - The annual maintenance costs for agency storage is over \$450,00 per year for 1.7 petabytes

- SITSD's annual maintenance contract cost currently is \$120,000 for 2.6 petabytes
- Utilizing a few large storage devices is more cost effective than the smaller storage devices
- Agencies identified 237 systems accounting for 94 million dollars in annual operations and maintenance costs
- Hundreds of smaller applications were not reported
- 31 applications and systems were physically located in Helena but not in the State Data Center
- Jerry Marks and Tammy LaVigne will be heading the report, agencies may be contacted
- NASCIO
 - The 2014 State CIO Survey
 - Themes
 - ❖ Open data
 - ❖ Governance
 - ❖ Security
 - ❖ Mobility
 - ❖ Risk Management
 - ❖ Project Management and oversight
 - Planning and oversight of large critical projects
 - ❖ Strong control management and vendor oversight
 - Every project needs an IV&V assigned to these type projects
 - A strong PMO
 - Multiple CIO's advocated a move to smaller, more incremental projects and a decrease in the number of very large, multi-year endeavors
 - ❖ Small incremental value is easier to deliver to your customer than large multi-year cut over projects – Use Agile
 - ❖ We have had a recent, sharp focus on keeping the duration of all projects under 2 years
 - How does your state CIO organization plan to deliver or obtain IT services over the next three years?
 - ❖ Majority of CIO's stated that they will expand existing IT shared services model
 - What is the appropriate role of the State CIO organization in enterprise data management?
 - ❖ 80.4% answered, 'Take the lead and advocate for data as a strategic asset'
 - ❖ 86.3% answered, 'Develop an enterprise data strategy'
- In the Department of Administration we have formulated our own Governance Work Group and we are considering and putting together a proposal for how Data Governance will work in our own agency and then sharing that with other agencies
- 2014 NASCIO Cybersecurity Study
 - The role of the CISO is maturing across the states
 - ❖ 98% of states have a CISO role
 - ❖ 55.1% have the CISO authority established by secretary or CIO
 - ❖ 89.8% of CISOs report to CIO
 - CISOs stated about the complexity of the Cyber threat challenge
 - ❖ CISOs are especially concerned with activities that prey on vulnerable users of information systems.

- ❖ 80% agree that the next 12 months will bring an increased threat of pharming and phishing scams, while 72% believe the same of social engineering schemes.
- ❖ Another top concern for CISOs is threats that exploit vulnerabilities in mobile devices.
- ❖ It is clear that a focus on end-user education is a priority.
- ❖ Malicious code continues to be the CISOs most dreaded channel for a data breach.
- ❖ In 2014, two other cyber threats newly added to our list claimed second and third place: hacktivism and zero-day attacks – the latter referring to security risks as yet unknown to hardware and software vendors.
- Talent crisis
 - ❖ Actions to improve workforce
 - Non-salary benefit
 - Cross-train IT workforce
 - Establish university relations
 - Collaboration needed with HR to define cybersecurity career path
- 21st Century Talent Spotting – Harvard Review
 - The Problem
 - ❖ In the past few decades, organizations have emphasized competencies in hiring and developing talent. Jobs have been decomposed into skills and filled by candidates who have them. But 21st century business is too volatile and complex and the market for top talent too tight for that model to work anymore.
 - The Solution
 - ❖ Today those responsible for hiring and promotion decisions must instead focus on potential: the ability to adapt to ever-changing business environments and grow into challenging new roles.
 - The Tools
 - ❖ Managers must learn to assess current and prospective employees on five key indicators: the right motivation, curiosity, insight, engagement, and determination. Then they have to help the best get better with smart retention and stretch assignments.
 - Managers must learn to assess current and prospective employees on five key indicators
 - ❖ The right motivation
 - ❖ Curiosity
 - ❖ Insight
 - ❖ Engagement
 - ❖ Determination

Access Control and Verification Project Update – Lynne Pizzini/Jerry Marks

- Several months ago at the May 7, 2014 ITMC Meeting, ITMC adopted the UserID and Password Proposal that had been presented at the March ITMC meeting by the Access Control and Verification Governance Committee. This proposal recommended the use of a new UserID configuration that is seven characters, begins with an E or C, and then uses the employee ID/person of interest ID from the HR system. It was proposed to implement the use of this new UserID configuration with the implementation of FIM.
- We have had discussions with technical groups regarding this change and have identified some challenges with it. These need to be worked out by individual agencies before moving forward. Agency staff members indicate that they need at least a year to work out these challenges.

- The FIM project is scheduled to be completed by July 1, 2015 which does not provide the amount of time that is needed to convert to the new UserID configuration. We do not want to delay the Data Protection Initiative as we have other projects associated with it that need to move forward and want to keep on track for enhancing security. Therefore, we would like to do the following:
 1. Delay the implementation of the new UserID configuration until January 1, 2016. This will give agencies the opportunity to do any necessary modifications to systems. This will be a separate project and tracked accordingly.
 2. Beginning December 1, 2014, all UserIDs will need to be assigned by SITSD. SITSD will need to get any unused blocks of IDs that have been assigned to agencies back so that they can be used going forward. Until an agency migrates to FIM, they can request a UserID through the SITSD Service Desk.
 3. As agencies move to FIM, all UserIDs needed will be generated through the HR system. This will begin with “C” or ACF2 numbers and migrate as agencies move to the new UserID configuration.
- SITSD will be migrating to FIM by December 31, 2014. SITSD would like some additional agencies to pilot FIM and are looking for volunteers. SITSD will then schedule the migration of agencies beginning January 1, 2015. We will base the migration off of the statewide calendar so it is important that any significant events occurring in your agency be added to this calendar.
- Please remember that the Access Control and Verification project is associated with the statewide Data Protection Initiative and does the following
 - Ties various authentication systems together while leaving security boundaries in place
 - Provides additional auditing/monitoring capabilities.
 - Provides the integration of systems to more easily exchange and manage data
 - Establishes an authoritative source for authentication as well as standard user information
 - More easily implements role-based access which is a NIST requirement
 - Provides unified sign-on for multiple systems
 - Provides a self-service password process
- These benefits outweigh the challenges for implementing this system.
 - Tim Bottenfield: Encourage discussion with Jerry Marks on your internal systems and look at how dependent you are
 - On NMG website there is a discussion board; Jerry Marks will send out link

Service Desk Tools

- Next steps: knowledge base for users, build an executive dashboard, project module, at Carol Schopfer – SITSD
- Wendia Point of Business Tool (POB)
- Service desk tool and full service management tool
 - Hybrid SAS Tool
 - Wendia does all the maintenance/updates/upgrades on our servers as part of their contract
 - ERP Service Management System

- ❖ Configuration and asset management module
- ❖ Project and change management module
- ❖ Service desk management module
- ❖ Service level management module
 - House the service catalog
 - More web forms
- Piloting POB as a Service with DLI
- Bob Finstad – DOR
 - System requirements
 - ❖ Transparency
 - ❖ Paperless
 - ❖ Scalable as we grew
 - ❖ Integrate other systems
 - ❖ Open communication
 - ❖ Reporting
 - ❖ Re-use
 - ❖ History
 - ❖ Knowledge based
 - Developed an in-house web application in DOR
 - ❖ Control the outcome
 - ❖ Satisfied all our requirements
 - ❖ Built the integrated package we wanted
 - ❖ Blended the help desk with all the assurance requirement test control
 - ❖ Co-control and migration control with developers
 - ❖ Reporting
 - ❖ Metrics for performance built within the system
 - ❖ Development time was within 8 months
 - ❖ Developer logs for time and code reviews
 - ❖ Developer hours for leadership
 - ❖ Any user can look at all requests entered in DOR
 - ❖ Track history for requirements, tests, test results, any change in original requests
 - ❖ Very scalable; we add new applications, retire applications, look at personnel working on other things and if they are active
 - ❖ It is an evolving system
 - ❖ We recently added a feature called Quick Response
 - ❖ Next steps
 - Put out a knowledge base for users
 - Build an executive dashboard available to leadership
 - Build a project module to support requests that come in transition of projects
 - Look at incident analysis tools to identify problems
 - ❖ Live demo next week at the PMOAG meeting
- Miranda Keaster/Keith Lavender – SITSD
 - [PM Central](#)
 - ❖ Single location to have tools/documents/techniques for project management
 - ❖ To have consolidated in one location on the intranet all management needs, documents, templates, calendars, task lists for managing projects
 - ❖ PM Central is a plug in to SharePoint
 - ❖ We developed a template for our own use that creates sites

❖ Communication

Cyber Security Month – Lynne Pizzini

- Attended the National Cyber Security launch in Nashville, TN
- Theme is ‘Keep Calm’
- Reset SANS Security training
- We are doing events in our department and offer to come to your department

Recruitment and Retention Phase I – Tim Bottenfield

- Formalize the work group
- Goals
 - Develop a united effort for external recruitment for IT Staff
 - Develop a common plan on how to retain staff
- Schedule a meeting with the agencies’ IT and HR personnel before next ITMC meeting

IT Conference Update – Penne Cross

- On Friday, Dec. 12th there will be a four hour Cyber Incident tabletop Disaster Recovery Incident exercise
 - At the Colonial
 - Partnership between Homeland Security and SITSD-ISSO Office
 - State and National Guard personnel will be participating

Standing Agenda Items – Posted Reports

- PM Central Brochure
- Brochure Insert
- Point of Business Service Management Tool Description
- Developer Hours
- SR Process Flow
- Summary October 1-7, 2014

Member Forum:

- Lynne Pizzini
 - Enterprise Risk Management project
 - Preliminary report is in, final report is due to us on October 17th
 - Hopefully, will have an Executive Overview for November meeting

Public Comment:

- None

Next Meeting: November 6, 2014

DEQ, Metcalf Building, Room 111

8:30 – 10:30 a.m.

10:35 adjournment